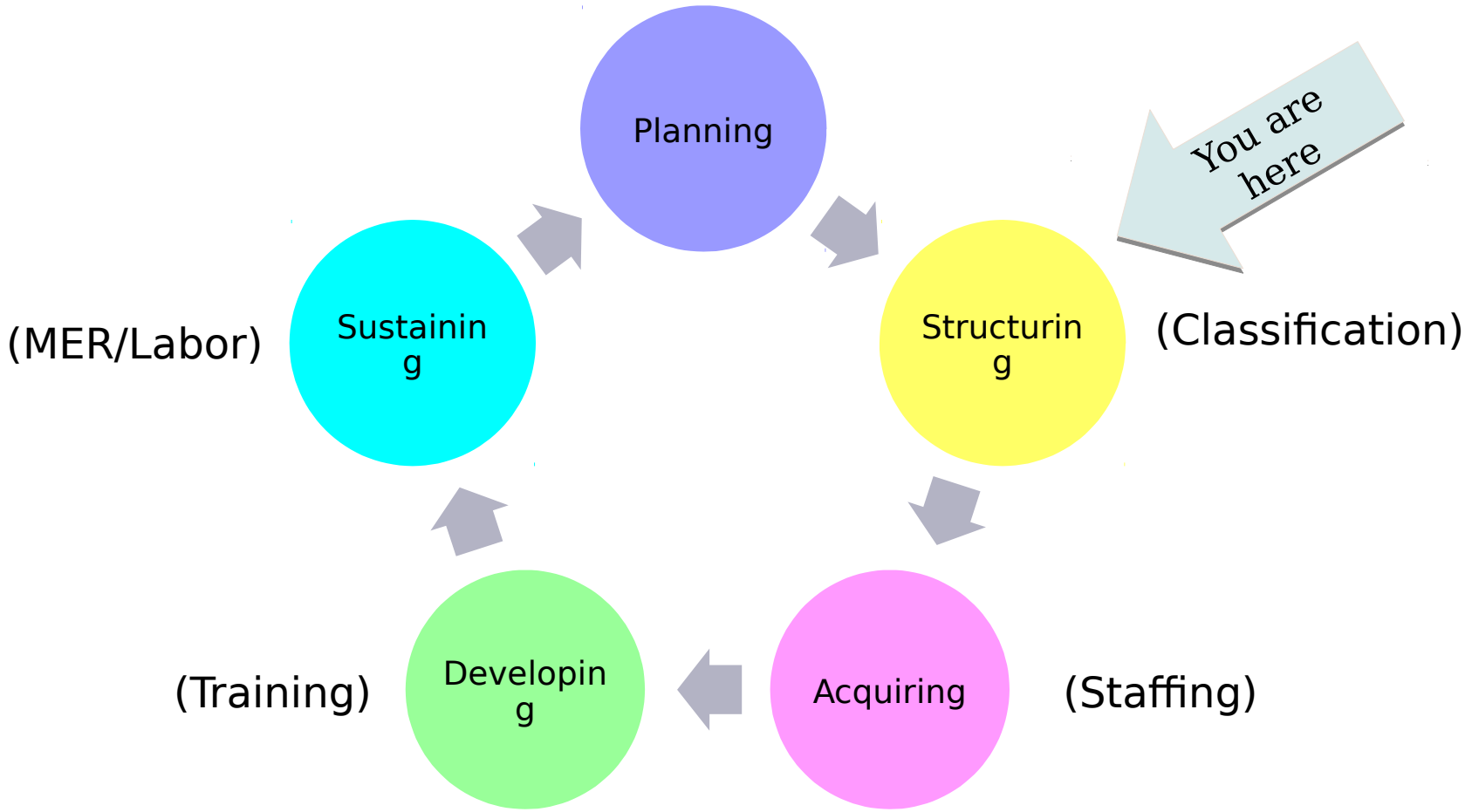
Structuring

Civilian Human Resources Management Life Cycle



Objectives

After completion of this lesson, you will be able to:

- Identify your classification responsibilities
- Define the major pay systems
- Describe the key classification concepts
- List 3 formats for position descriptions
- Compare duties to classification criteria
- Make a basic Fair Labor Standards Act (FLSA) determination

Your Classification Responsibilities

Job Analysis	• Analyze job duties • Compare duties to classification standards
Classification Decisions	• Pay plan, title, series, grade • FLSA designation
New Standards	• Impact on title, series, grade • PD accuracy, format

Your Job & Organizational Design Responsibilities

- Use the lowest grades feasible to accomplish the mission
- Provide for career progression whenever possible
- Eliminate excessive layers of supervision
- Avoid mis-assignments

Responsibilities

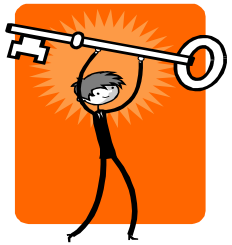
What does the CPAC do?

- Provides HR advice
- Verifies PD format/classification accuracy
- Raises issues if necessary
- Provides a classification advisory opinion if significant disagreements arise
- Makes FLSA determinations
- Finalizes the action for processing

Classification Authority

Delegation of Classification Authority (DCA)

- Authority cascades down from ACOMs to Commanders/Directors
- Can be further delegated to lowest level
- Requires certified training
- Delegation is issued in writing
- Some of you may be delegated this authority



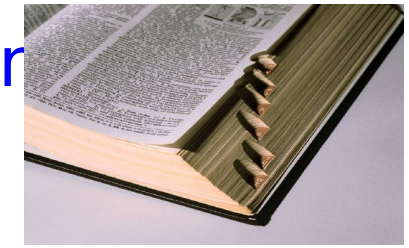
Completion of this course will meet the DCA training requirement. ***Completion of the 1-day DCA Workshop is recommended prior to exercising DCA.***

For more info on DCA, go to http://www.chra.army.mil/TMD/cpoc_dl.htm

Classification

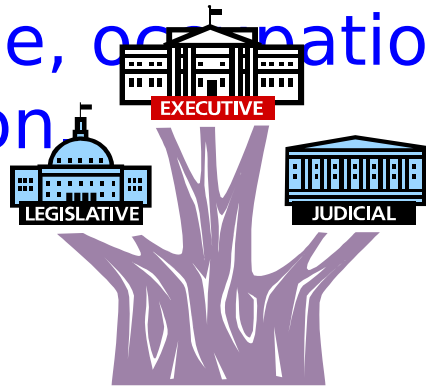
What it Classification?

Webster: A systematic arrangemer
in groups or categories according
to established criteria



What is Classification in the Federal Government?

Assignment of pay system, title, occupational series, and grade to a position



IMPORTANT REFERENCES

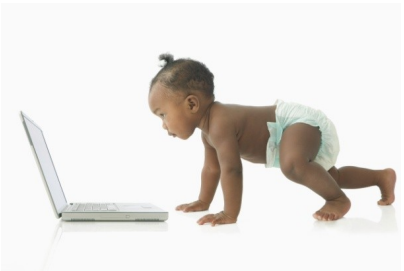
- Position Classification Standards
- Classifier’s Handbook
- Introduction to Position Classification Standards
- CPOL, PERMISS

Classification

ACTIVITY

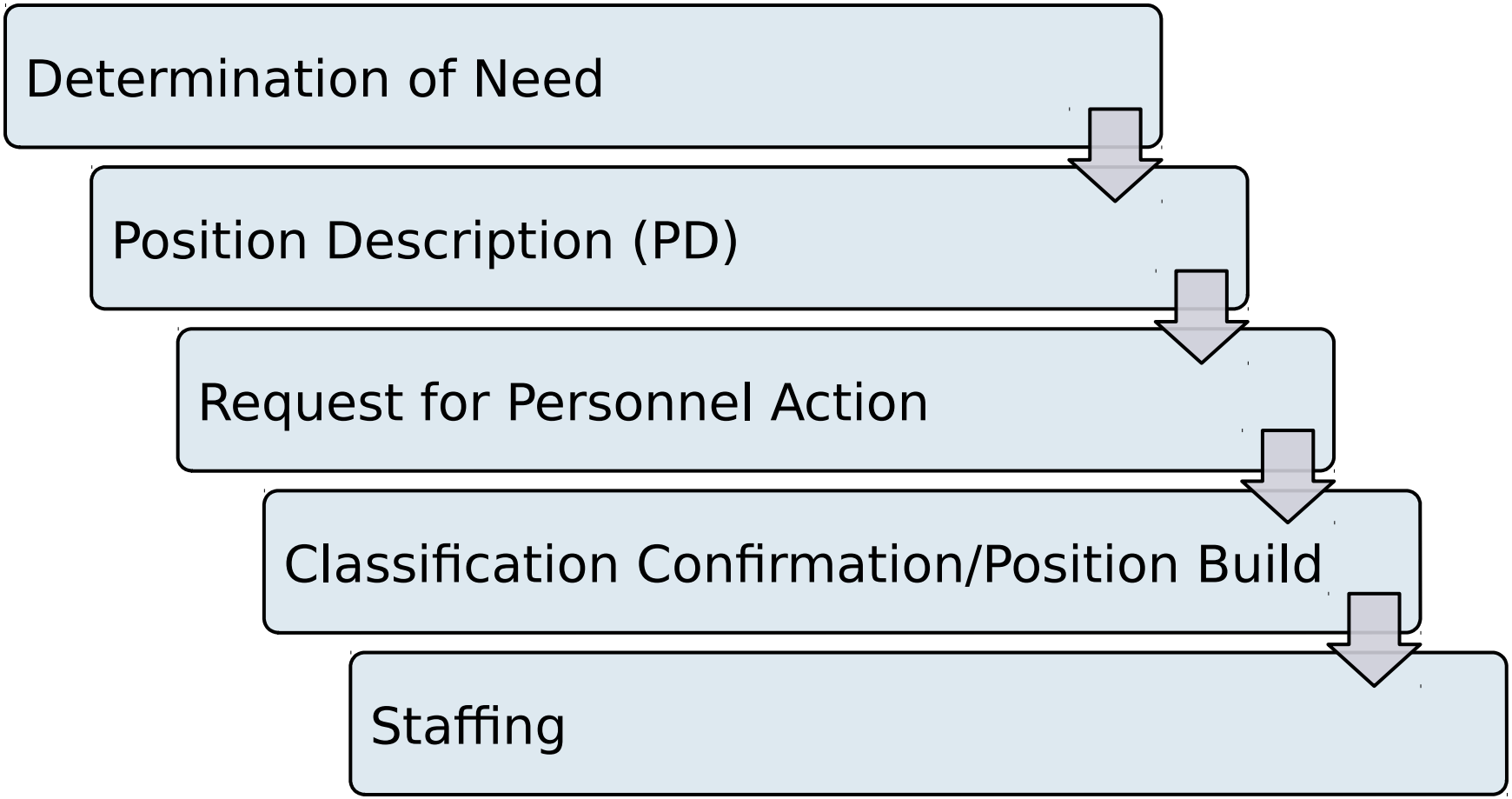
Exploring references on the internet

- Position Classification Standards
- Classifier's Handbook
- Introduction to Position Classification Standards
- CPOL, PERMISS



www.opm.gov
www.cpol.army.mil

Classification Stages



Pay Systems

2 Major Pay Systems

- General Schedule (GS)
  - ✓ 15 grades
  - ✓ World wide base salary, locality diffe
- Federal Wage System (FWS)
  - ✓ 3 categories – WG (nonsupervisory), WL (leader), WS (supervisory)
  - ✓ Locality rates are developed by OSD, Wage and Salary

Pay Systems

Personnel Demonstration Projects:

- **DoD Civilian Acquisition Workforce (AcqDemo) – Feb 1999**
- **Army Scientific & Technical Laboratory Demos**
  - ✓ Aviation & Missile RDE - Sept 1997
  - ✓ Army Research Lab - Mar 1998
  - ✓ Medical Research & Materiel Cmd - Jun 1998
  - ✓ Engineer R&D Center - Sept 1998
  - ✓ Comm/Electronics Cmd - May 2002

Classification

Two Types of Work

- White collar (General Schedule)
- Blue collar (Federal Wage System)

General Schedule – 5 types

- **P**rofessional
- **A**dministrative
- **T**echnical
- **C**lerical
- **O**ther

PATCO

Job Evaluation

KEY CONCEPTS

- Titling
- Major Duty
- Regular and Recurring
- Grade-Controlling
- Position vs. Person

Job Evaluation

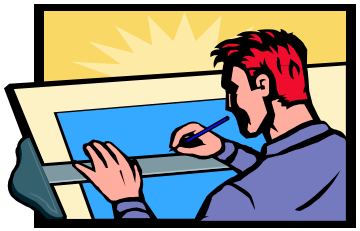
Titling

- GS and FWS titles are normally specified by OPM
- When no titles are specified, agencies may develop their own
- Titling guidance can be found in OPM's Introduction to Position Classification Standards

Job Evaluation

Major Duty

- Represents basic reason for position
  - ✓In GS at least 25% of employee's time OR
  - ✓Requires significant knowledge, skill or ability that would affect recruitment



Regular And Recurring

- Not emergency
- Not acting in the absence of
- Typically scheduled (e.g., daily, weekly, monthly)
- This concept is grade controlling for FWS positions, but use caution if % of time is low

Job Evaluation

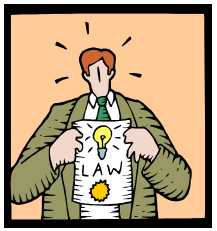
Grade-controlling

- Work which supports the grade or pay level of the position
- For GS, must be at least 25 % of employee's time
- For FWS must be *regular and recurring*

Position Vs. Person

- In staffing, ***employee qualifications*** are considered
- In classification, ***position requirements*** are considered
- ***Classify the duties of a position***, not the skills/knowledge of the employee

Standards and Guides



Classification Standards

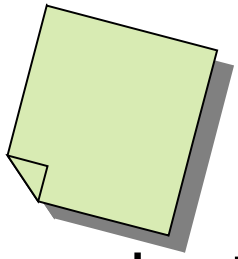
- Published by OPM
- Based on Title 5
- Provide criteria to determine pay system, title, series, and grade

3 Types

- Narrative Occupational (some GS and FWS)
- Factor Evaluation System (FES) – GS only
- Others (usually a point system of some kind)

PDs are written in the format of the grade controlling standard

Position Descriptions



Writing Position Descriptions

- Don’t reinvent the wheel
- Look at current PDs within your organization
- Use FASCLASS to find a PD for a similar organization that describes the duties you need performed
- Don’t copy or cite a PD just because it has the grade you desire

DUTIES DRIVE THE GRADE

Position Descriptions

FASCLASS

- FASCLASS is the repository for all PDs within the Army
- By placing the PD in FASCLASS and authorizing an RPA, the manager certifies----
  - The accuracy of the information describing the position and its requirements

PD Formats

Formats

Follow the format of the grade controlling standard

- Narrative GS
  - ✓ Supervisory Controls
  - ✓ Major Duties, followed by:

    Performs Other Duties as Assigned
- Factor Evaluation System (FES)
  - ✓ Major Duties or Duties, followed by:

    Performs Other Duties as Assigned
  - ✓ 9 Factors, including the levels and associated points

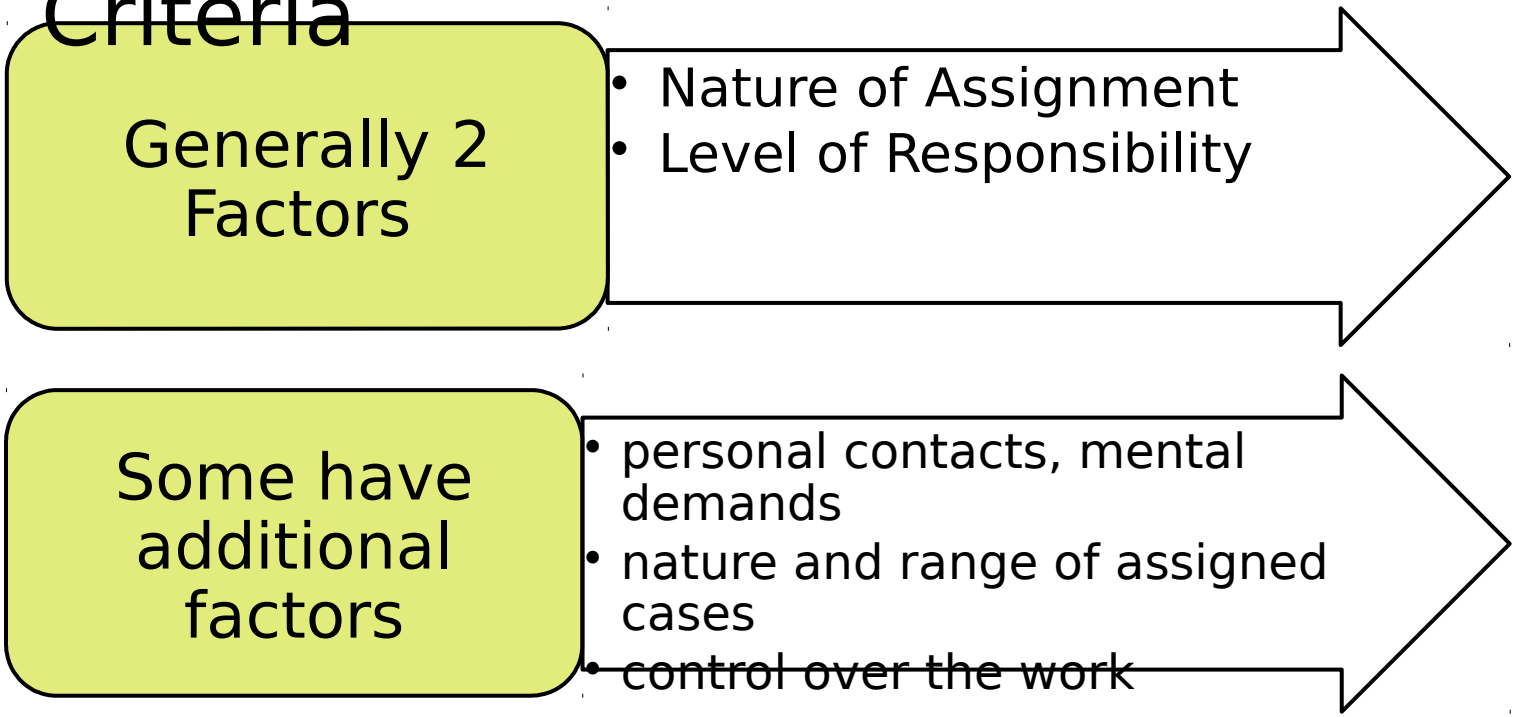
PD Formats

Formats (continued)

- Federal Wage System (FWS)
  - ✓Major Duties
  - ✓Skills and Knowledge
  - ✓Responsibility
  - ✓Physical Effort
  - ✓Working Conditions

Grading Criteria

Narrative Classification Criteria


Generally 2 Factors
• Nature of Assignment
• Level of Responsibility
Some have additional factors
• personal contacts, mental demands
• nature and range of assigned cases
• control over the work

Grading Criteria

FES Classification Criteria

- All factors are the same regardless of occupation
- Each factor contains 2 or more levels
- Each level is assigned points
- Grade determined by a conversion scale

9 Factors

1. Knowledge Required by the position
2. Supervisory Controls
3. Guidelines
4. Complexity
5. Scope and Effect
6. Personal contacts;
7. Purpose of contacts
8. Physical Demands;
9. Work Environment

Grading Criteria

FWS Classification Criteria

- **Non-supervisory (no points)**
- **Leader (no points)**
- **Supervisor (factors, levels, and points)**

Non-supervisory - 4 Factors

- **Skills and Knowledge**
- **Responsibility**
- **Physical Effort**
- **Working Conditions**

Leader – Basically, 1 grade higher than work led

Supervisor – 3 Factors

- **Nature of Supervisory Responsibility**
- **Level of Work Supervised**
- **Scope of Work Operations Supervised**

Grading Criteria

- Application of standards requires critical thinking and judgment
- Your job is to compare the duties of the position to the criteria described in the OPM standard
- Positions are compared to established criteria, not other positions

Grading Criteria

Exercise 1

1. Read the duties in the PD
2. Read the factors levels described in the PD
3. Compare to the factor levels in the classification standard and determine which factor level is most appropriate
4. Be prepared to explain your decision

What Is Fair Labor Standards Act?

- Provides minimum standards for both wages and overtime entitlement, and spells out administrative procedures by which work time must be compensated
- Two categories:
  - ✓ **Exempt**: **NOT** covered by FLSA overtime and minimum wage provisions
  - ✓ **Non**exempt: **COVERED** by FLSA overtime and minimum wage provisions

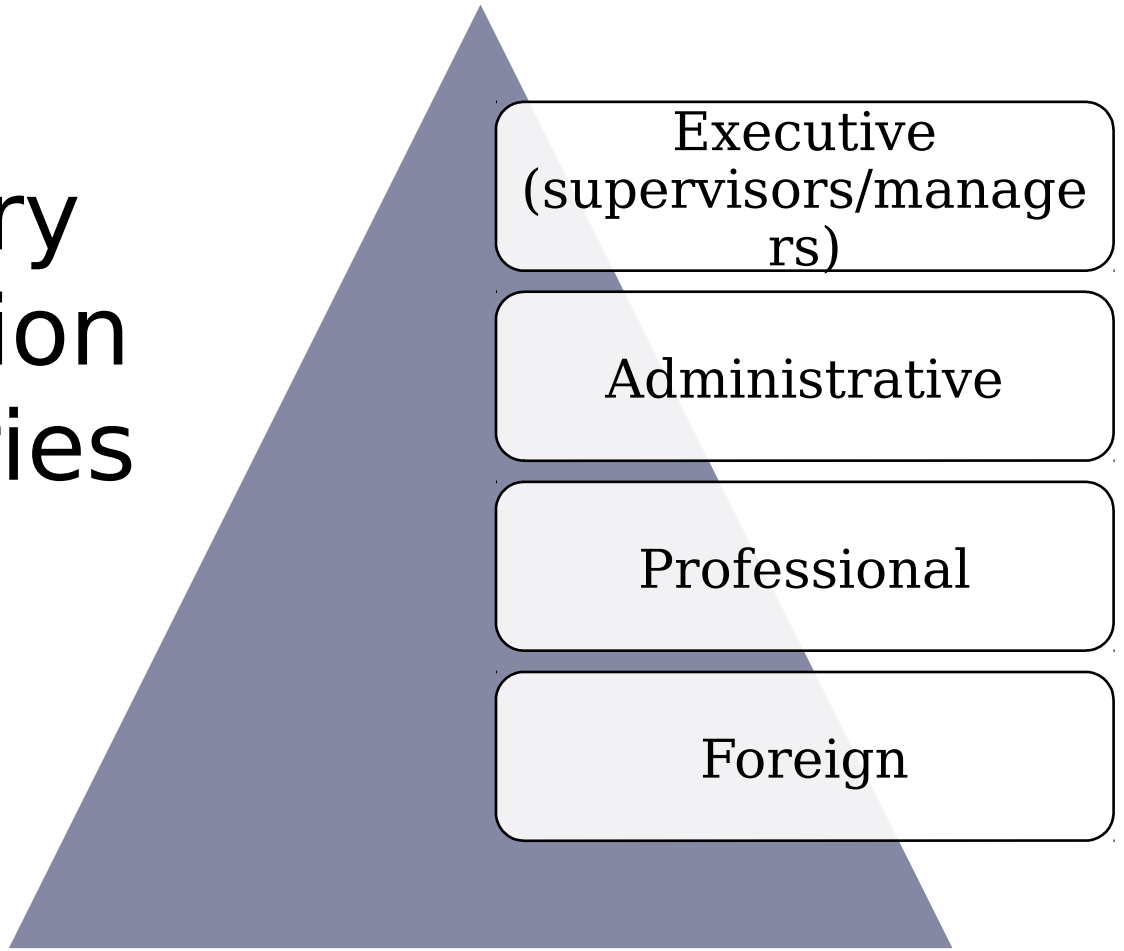
FLSA Provisions

- Exempt means premium pay (e.g. OT) is covered under the rules of 5 CFR Part 550
- Nonexempt means premium pay is covered under the rules of 5 CFR Part 551

Employees are presumed to be <u>nonexempt</u> unless proven to meet the exemption criteria

FLSA Provisions

4 Primary Exemption Categories



FLSA Provisions

Some Nonexempt Rules:

- Nonexempt employees may request compensatory time, but cannot be ordered to take it
- "Suffer or Permit" provision - Any work a nonexempt employee performs is counted as work:
  - Supervisor need not order or authorize
  - Sufficient that supervisor has reason to believe work was performed
  - Note: Some travel/training time is also considered hours of work

FLSA Provisions

Important Note:

- The FLSA designation of an employee is based on work actually performed, not what is in the PD.
- Court decisions have based their judgments on testimony of work actually performed, even when it differs substantially from the PD.
- This is another important reason for PDs to be accurate

FLSA Designations

- Always nonexempt
  - ✓Nonsupervisory GS-1 through GS-8
  - ✓Trainees
  - ✓WGs and WLs
- Other positions require application of FLSA exemption tests found in 5 CFR 551

FLSA Determinations

Activity:

1. List 3-5 positions you supervise
2. Do you know what their FLSA designation is?
3. Share your responses with the class

Classification Appeals

EMPLOYEES MAY APPEAL:
Pay Plan Title Grade
Occupational Series or Code Supervisory Status
EMPLOYEES MAY NOT APPEAL:
Classification of a proposed position or one to which the employee is not officially assigned
Classification of a position to which an employee is detailed or temporarily promoted
Classification standards
WHERE TO APPEAL
GS employees can appeal directly to OPM or to Civilian Personnel Management Service (CPMS)
FWS employees must appeal first to CPMS, then to OPM

Classification Review

<u>You have learned</u>:

- About 2 major pay systems
- Key job evaluation concepts
- There are 3 types of standards and guides
- There are 3 types of PD formats
- How to compare duties to classification criteria
- What exempt and non-exempt means
- About classification appeals